British Waterways

OUR PLAN FOR THE FUTURE 2003–2007

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PREFACE

Alun Michael, Waterways Minister, Minister of State, Defra

I became Waterways Minister in September 2002 and was immediately impressed by the diversity of British Waterways' work and the passion of its people. British Waterways is not only about maintaining waterways – it is about so much more. As outlined in *Waterways for Tomorrow*, it ensures that waterways deliver social, economic, environmental & heritage benefits to all and this Plan outlines how it does so in all its work.

As well as looking after waterways, I am also responsible for rural affairs, access to areas of outstanding natural beauty and the urban quality of life. With its engagement with local communities, track record of regeneration and commitment to look after the environment, British Waterways' work runs right across my responsibilities and offers an excellent example for other organisations working in these areas.

In this Plan British Waterways shows how it is using its existing assets to pave the way to secure more control over its own income streams for the future, especially through the development of innovative, forward thinking public private partnerships. It also demonstrates how it has become a champion in waterside regeneration and restoration bringing benefits to many local communities in both rural and urban areas.

I am very pleased we were able to maintain levels of funding for British Waterways this year. I will continue to do everything I can to support British Waterways' work.

Nicol Stephen, Minister for Transport, Scottish Executive

Scotland's canals offer huge potential for growth and regeneration and it is vital that these opportunities are firmly grasped. Our canals vary enormously but they have one thing in common. Each can make a significant contribution to our growing tourism industries and to Scotland's wider economy, as well as to education and the environment.

Unlocking these benefits was the aim of our first policy document on canals, published last year. *Scotland's Canals: an asset for the future* is part of our drive to increase public awareness of Scotland's canals and to encourage economic regeneration through the development of a Scottish canal culture.

Our commitment to realise the potential of our canals was reflected in last year's Scottish Budget. We awarded significant funding increases to British Waterways Scotland, their annual grant rising from £7.1 million to £8.9 million over the next three years. The Scottish Executive also provided one-off grants which totalled £6.7 million during 2002-03. These grants funded a significant number of important infrastructure and amenity improvements.

Devolution has allowed Scottish Ministers to do more to emphasise the real benefits that our canals can offer. I am very pleased that after decades of decline we are now seeing increased levels of investment. British Waterways has a crucial role to play and we are totally committed to working in close co-operation with it and all its partner organisations to deliver the right result.

I look forward to the continuing success of inland waterways in Scotland. The benefits they will bring to millions of Scots and visitors to Scotland from around the globe reflect their growing importance.

Andrew Davies, Minister for the Department of Economic Development and Transport, Welsh Assembly Government

The waterways of Wales represent huge potential for economic regeneration and tourism that can be unlocked through partnership between public, private and voluntary sector bodies. The Welsh Assembly Government fully supports and encourages all parties to work together to ensure that Wales reaps the rewards of these national assets.

In 2002, my predecessor, Sue Essex suggested that British Waterways prepare a vision for the Welsh waterways and waterspaces. The resulting consultation document entitled *Waterways for Wales* was launched in March 2003. While the Welsh Assembly Government does not have the devolved responsibility for canals in Wales it fully appreciates that they are of great importance to many aspects of Welsh life through their social, economic and environmental benefits and their preservation of Wales' unique industrial heritage. The Assembly Government therefore has a clear interest not least because of its general obligations to the people of Wales and its more specific responsibilities for planning guidance and in the investment and innovation potential of Wales' canals, rivers and docks.

INTRODUCTION

It is good to see years of hard work coming to fruition and some of our ambitions realised as once closed waterways are now restored and reopened.

Our ambition now is to create, by 2012, an expanded, vibrant, largely self-sufficient waterway network used by a lot more people. We want visitors to become active participants because they are delighted with the experience. This Plan sets out the policies and strategies we shall follow to achieve this ambition. Success will mean that the waterway network will be viewed as one of our most important and valued national assets.

We shall strive to be an exemplar public organisation. We shall act responsibly, efficiently and use best commercial practice in order to maximise the benefits we deliver to the general public. We accept our responsibilities to protect and enhance the heritage, culture and environment of the waterways. We take our social responsibilities seriously, particularly as our network is part of many communities, both urban and rural, which have high levels of social deprivation and exclusion.

We continue to emphasise the dependency of success on partnership. I am especially grateful for the valuable inputs from our many user groups which have helped to shape this Plan.

With improved funding mechanisms in place, the focus coming from Our Plan for the Future 2003-2007, and the spirit of our people who believe that nothing is impossible and everything can be achieved, I am confident that British Waterways will succeed with this demanding Plan.

George Greener, Chairman

After four years as commercial director, I have taken over as chief executive at a time of great opportunity. British Waterways now has the confidence of a very wide range of stakeholders and partners. That is a great foundation and a great credit to the people of British Waterways.

For the last five years or so we have been focused, quite rightly, on the elimination of our backlog of safety-related maintenance and bringing back, into everyday use, abandoned waterways. The backlog of safety-related maintenance will be eliminated by 2004 and last year saw over 200 miles of navigable waterways added back to the network. All this has been a fantastic achievement.

And there is much more to be done. As a starter, we know we have to continue with our programme to eliminate the arrears of statutory maintenance by 2012 (currently costed at £171.5 million) and to bring to reality our hopes for more waterway restorations and new builds.

I also fundamentally believe that the waterways can now start to realise much greater social, economic, environment & heritage benefits for the nation. To underpin this we need to be more accessible to more people. Currently we have 10 million visitors annually to our waterways. In 10 years time I want to see 20 million visitors each year – after all half the population lives within five miles of a canal or river managed by British Waterways.

To do this, British Waterways will need to become more customer focused, more flexible, more responsive, and more innovative. Our past successes give me confidence that we will build a successful future. I intend to build an organisation that is proud, confident and supported by its partners and stakeholders as it maximises the benefit from publicly owned assets.

This Plan sets out our approach to the next five years. We revise and publish the Plan annually, as our aspirations continue to develop.

Many thanks to all those who have helped and supported us in the past. We will need you, and many more like you, in what promises to be an exciting future.

Robin Evans, Chief Executive

ABOUT BRITISH WATERWAYS

British Waterways (BW) is a public corporation, a company owned by the people of this country, on whose behalf we manage and care for more than 2,000 miles of canals and rivers in England, Scotland and Wales.

As well as being governed by the normal accounting, employment, environmental, planning and safety legislation that affects any modern organisation, BW is specifically governed by many of the original canal enabling Acts and a number of modern Acts of Parliament.

Our sponsoring government departments are the Department for Environment, Food & Rural Affairs and, in Scotland, the Enterprise, Transport and Lifelong Learning Department. We also liaise closely with the Department for Economic Development and Transport in Wales.

A map of our waterway network is contained on the inside back cover.

Our relationship with government

In 2000, the Westminster government published the first major policy statement for the inland

Birmingham

waterways for over 30 years. **Waterways for Tomorrow** set the context in which this Plan has been developed. In summary, it sees the inland waterways as 'an important asset for future generations to enjoy.' It wants to see waterways 'maintained and developed in a sustainable way so that they fulfil their social, economic and environmental potential,' and to ensure that 'the many benefits and opportunities they provide are used to the full' (**Waterways for Tomorrow**, p16).

The Westminster government has also set out its objectives for BW in the published **Framework Document for British Waterways** (DETR, 1999). Our aims as explained in the **Framework Document** can be summarised as:

- maintain and develop Britain's inland waterways in a sustainable manner, so that they fulfil their full economic, social and environmental potential
- fulfil statutory navigation functions
- conserve waterways heritage and environment for the future
- promote and enable rural and urban regeneration
- maintain and enhance leisure, recreation, tourism and educational opportunities for the general public
- facilitate waterway transport
- play a lead role in co-ordinating other UK navigation authorities

In 2002 the Scottish Executive published **Scotland's Canals – an asset for the future**, the first ever policy document for Scotland's canals. With the support of the National Assembly for Wales we are currently consulting on **Waterways for Wales**, a document that sets the waterways in a strategic context and sets out the positive contribution they make to the future of Wales.

OVERVIEW OF OUR STRATEGY AND PLANS

Our Vision

Our ambition is that by 2012 we will have created an expanded, vibrant, largely self-sufficient waterway network used by twice as many people as in 2002. It will be regarded as one of the nation's most important and valued national assets. Visitors will be delighted with the quality of the experience and as a consequence many will become active participants.

Our Strategy

We will use our ability to blend best commercial practice with public sector values to earn and increase the income available to conserve and enhance the waterways, thus maximising public benefit from public assets.

Our Principles

We believe that we should develop our business sustainably and in a way that ensures decisions we make today do not unduly limit and, if possible, enhance the range of social, economic, environment & heritage options available in the future. We aim to take strategic and balanced decisions, guided by the following principles:

- sustainable economic growth and employment
- partnership
- effective conservation of environment and heritage
- financial and employee sustainability
- social progress for the benefit of all

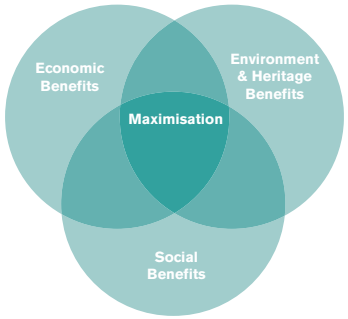
Our Wider Objectives

We are faced with an extraordinary array of often conflicting expectations, demands and requirements. We pride ourselves in converting conflicting pressures from being potentially harmful to uniquely positive to the future of the waterways.

Our approach seeks to balance what might seem to be conflicting priorities in very complex situations. The diagram below illustrates the way in which waterways can maximise benefits to society when the correct balance is achieved.

We are fortunate to be able to draw on the advice of the Inland Waterways Amenity Advisory Council and the Association of Inland Navigation Authorities in formulating our approach to these wide-ranging issues.

In our corporate social responsibility section on pages 8-9 we have identified lead indicators so that we can monitor our effectiveness at delivering social, economic, environment & heritage benefits.



Key Targets

We have set ourselves targets throughout this Plan, but we believe the following targets to be particularly important:

- earn the income needed to sustain the long-term future of the waterways
- ensure maximum value from the money spent to conserve and enhance the waterways environment and heritage
- ensure planned waterway standards and other customer service standards are met
- provide a safe waterway network by eliminating our backlog of safety-related maintenance by the end of 2004 and our arrears of statutory maintenance by the end of 2012
- deliver the objectives as set out in **Waterways for Tomorrow, Scotland's Canals – an asset for the future** and the final version of **Waterways for Wales**
- find new methods to release the full commercial potential of the waterways
- encourage the maximum usage of the waterways by the widest possible range of people
- recruit, retain and develop the number of top quality people we need to grow our business

Stratford-upon-Avon

Our Values

Our outputs will be:

- safe
- sustainable
- local
- contemporary
- quality

We will achieve these by:

- behaving with integrity
- being innovative
- being commercial
- being expert
- being bold (risk aware)
- focusing on delivery

Working in Partnership

We know the best way to achieve success is by working in partnership with people and organisations with common aims. We will continue to develop partnerships with a range of voluntary, public and private partners.

Partnership with the Private Sector

Where appropriate we will set up public private partnerships (PPPs) with the private sector to enable us to capitalise on our expertise and assets. We have successfully done this in the areas of property development, telecoms and water sales.

We also partner with private sector suppliers, for instance we work with engineering contractors. Regional contracts with AWG, Dew, Gallifords and Nuttalls enable us to optimise our maintenance work, giving us value for money and faster deployment of resources.

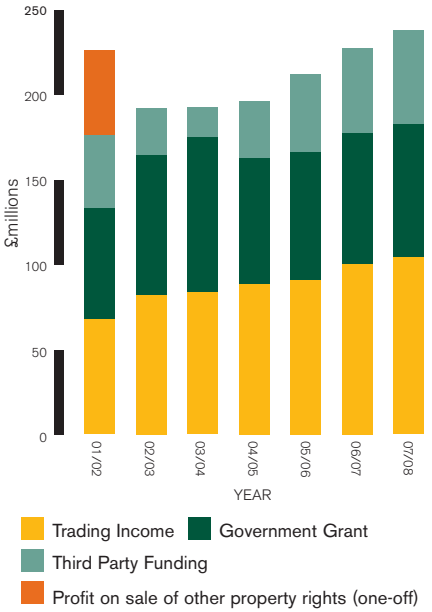
Government Partnerships

Defra, the Scottish Executive and the Welsh Assembly all recognise and promote the wider role of the waterways, i.e. beyond navigation and maintenance. We believe that we can draw up more formal funding agreements with these bodies which would allow us to deliver even more specific benefits. These could follow the lines of our contractual agreements with other major funders, such as the Lottery Boards, Regional Development Agencies and local authorities. We also believe that government can help us find new methods that will allow us the freedom necessary to release the full commercial potential of the waterways. Many of BW's activities contribute to Defra's core objectives. Through our commitment to sustainable development and involvement in areas such as conservation, bio-diversity, rural regeneration, recreation, water supply and maintaining a safe infrastructure we are helping deliver Defra's objectives.

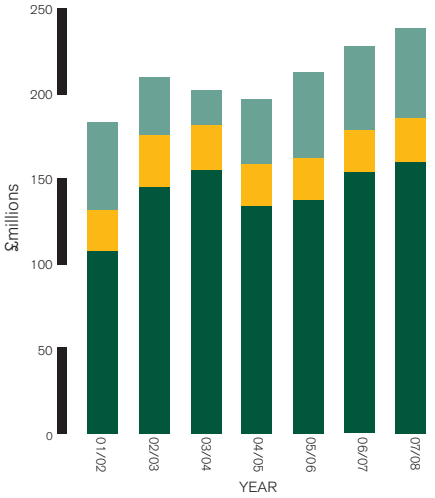
Partnership with the Voluntary Sector

We work with the voluntary sector on a whole range of projects and value the insight we gain. Volunteers ranging from the Waterways Recovery Group to members of canal societies and trusts continue to play a valuable role in waterway restoration and regeneration. We will continue to work with them to move forward our Tranche Two restoration schemes. Much of our day to day work (from hedge-laying to organising festivals) is done with the help of volunteers. Where appropriate we plan to work with volunteers on a local level to deliver many of our projects.

Income



Expenditure



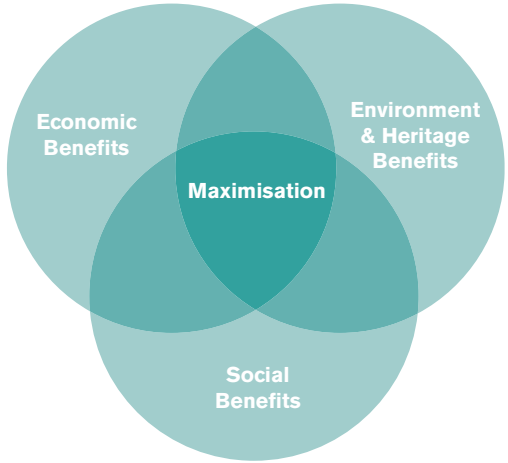
03/04 expenditure is higher than published in last year's Plan due to additional income received in 01/02 now being planned to be spent in 03/04, as well as 02/03.

OUR CORPORATE SOCIAL RESPONSIBILITY

Wider Objectives and Corporate Social Responsibility

Our statutory responsibilities extend beyond those of a navigation authority maintaining the waterway infrastructure. Providing social, economic and environment & heritage benefits is an essential outcome of our work.

We take an integrated approach to social, economic and environment & heritage issues. As the diagram shows we try to maximise the benefits that the waterways can bring (see page 6 'Our Wider Objectives').



Developing Indicators for Corporate Social Responsibility

We have analysed our five business areas and the way in which they interact with the three sustainable development themes.

For each theme we use many measures to assess our progress, but in this Plan we have selected lead indicators so that our progress can be assessed in the future. The lead indicators are set out in the table below. We have a continuous process of assessing these. We may find indicators that better promote sustainable development in the future, in which case we will put forward new lead indicators.

SUSTAINABLE DEVELOPMENT

BUSINESS AREAS	SOCIAL	ECONOMIC	ENVIRONMENT & HERITAGE
PROPERTY	Affordable housing units created	The income we generate for re-investment in the waterways is a proper measure of economic benefit, as all the income we earn is spent on the waterways. Our business plans are a good indicator of our achievements in this area. You can see our plans for the future on pages 15-23	Reducing number of our buildings on the English Heritage and Local Authority 'at risk' register
RESTORATION AND REGENERATION	Miles of newly accessible waterway corridor		Miles of historic waterways restored
LEISURE	Visitor numbers and visitor satisfaction levels		Number of interpretation schemes completed
CORE WATERWAY (Wayleaves & Premiums)	Improved appreciation through changed attitudes		Reduced CO^2 emissions from employee vehicles by reducing business mileage
VENTURES (ISIS, Watergrid, Waterscape)	Hits on the Waterscape website		% of ISIS projects meeting sustainable development criteria

Social

Being responsive to local conditions is a crucial value for us. It enables us to shape our day to day activities to deliver maximum benefit to communities. This relationship with local communities can create significant demands for increased resource and involvement. We therefore prioritise and during this Plan period we will focus on:

- Access for All
- Community Relations (including the reduction of vandalism and threatening behaviour and encouraging use by a diverse range of people)
- Education (through Wild Over Waterways)

Individual waterways will prioritise their activity within this context and their success will be assessed by an annual review of their business plans.

Environment & Heritage

We use a variety of methods to help us deliver consistent environmental and heritage benefits, including Biodiversity Action Plans, our Environmental Code of Practice and Heritage Action Plans.

From 2003/04 onwards we plan to highlight issues that are important to our waterways and our customers by means of focused plans and actions. This year we have decided to work on two campaigns that will benefit the environment and people's quality of life:

- A reduction in dog fouling on towpaths
- A reduction in energy consumption by British Waterways

The floating classroom in London provides a safe environment for children to discover waterway wildlife

The Mailbox, Birmingham City Centre

Local children on the Calder & Hebble Navigation enjoy a day's boating run by BW and the Safe Anchor Trust

MAINTAINING AND CARING FOR THE WATERWAYS

Overview

The reliability and security of the waterway network underpins all our activities. We have a thorough asset management programme in place which has been extended to include all buildings as well as engineering structures and other infrastructure. Confidence in the waterways is important for the safety of the public and for navigation. It also underpins our ability to attract business partners for urban and rural regeneration projects as well as new business developments such as those we plan in leisure, water sales and property. This Plan sets out how we will ensure the structural security of the network within a time frame which is acceptable to our stakeholders.

Our market research shows that as well as expecting reliability and security, waterway users require increasingly high standards of facilities and service. This is in line with trends in the leisure industry generally. We must meet these demands if we are to compete successfully. This Plan explains how we intend to increase our investments to meet those expectations. In 2003/04 we plan to invest an additional £6 million over and above our normal budgets in customer facilities. In 2002/03 an additional £8.9 million was allocated for visitor improvement projects (see BW's Annual Report 2002/03).

We are encouraged by increasing signs of the endangered otter on our waterways

There are increasing and understandable demands made on us through regulation of environment, heritage and access issues. For example, it is clear that we will be able to help the government achieve the environmental enhancements implied by implementation of the Water Framework Directive. We are currently working with Defra and the Environment Agency to understand better the cost implications of this kind of change.

We have also started to plan to take account of the consequences of what appears to be long-term climate change. We have taken into account the effects of these changes so far as we are able to do so. It is likely that as our understanding improves there will be implications for our costs in the future.

Meeting customer needs

We work hard to meet the rising expectations of our customers. To help us understand these we carry out a regular programme of surveys of our main leisure users. Our national towpath survey in 2002 told us that 93% of visitors were satisfied or very satisfied with the enjoyment of their trip and 88% were satisfied or very satisfied with the upkeep of the waterways. These results are good, but we will endeavour to improve on them. For example, when we learnt that only 44% of visitors were satisfied with refreshments available at waterway locations, we started to look at ways of opening more cafés and shops. Our last boat owners survey was carried out this spring. A randomly selected sample of 5,000 boaters was invited to participate and we will publish the results in August 2003. Last year we included a section on our commitments under our customer charter. This is now published as a separate document entitled Tell us what you think.

SAFETY MANAGEMENT

BW takes a strategic approach to the management of health and safety risks. We take regular account of how risk is changing and how the expectations of society, including regulators, influence acceptable performance. Safety planning is integrated into business planning. Our plans are aimed at the key risks that our activities present to those who make use of the waterways and to employees, contractors and volunteers involved in the operation and maintenance of, and improvements to, the waterway fabric. We work in partnership with the trade unions to make continuous improvements to employee safety. In selecting our contractors we take account of their proven safety performance.

The Technical Director is the nominated director for safety. BW's Board reviews safety and risk regularly and receives an annual report on performance. They also approve the Corporate Safety Improvement Plan. Our current safety analysis concludes that risks in BW fall within the category defined by professionals as 'tolerable.' In other words, BW is managing risk acceptably. We will continue to do so.

Improvements to user facilities bring consequent safety improvements. Our strategy for ensuring acceptable levels of safety amongst waterway users is based on education. We have educational campaigns targeted at:

- individual boaters and hireboat operators (Boaters' Handbook and Video, User Guidance Documents on working on craft in dry docks and storage)
- boatbuilders, surveyors and examiners (Boat Safety Scheme)
- children under 7 (Rosie & Jim TV character campaign)
- children aged 7 - 11 (WOW education campaign)
- children aged 11-16 (Still Waters video)
- general public (Waterways Code)

We will continue to develop and improve these campaigns in partnership with the leisure industry and specialist safety advisory bodies.

In 2003/04 we will focus on spreading best practice around the organisation regarding employee safety. Although our reportable incident rates are within boundaries of tolerability we did not achieve our planned reduction in reportable incidents in 2002/03 and so we will be targeting additional effort in this area.

Elimination of safety-related backlog of maintenance and statutory arrears

By the mid 1990s, years of underfunding had left the waterways with serious structural engineering problems which would cost over £300 million to repair. In recent years, by combining new commercial income with government grant, BW has been able to make substantial inroads into the backlog of safety-related maintenance and implement plans to eliminate all the statutory arrears.

The graph opposite shows that, provided future grant and our own earnings develop as we have planned, and so long as our new partnership ventures in water and property proceed as planned, we will:

- eliminate the backlog of safety-related maintenance by the end of 2004
- eliminate the backlog of statutory arrears by the end of 2012

Boat Safety Scheme literature

Lock gates being fitted by waterway operative Steve Butter at Adderley Lock nr Audlem, Shropshire Union Canal

Enjoying London Docklands

Our ability to meet our targets for the elimination of arrears by 2012 depends on receiving planned grant funding from Defra and the Scottish Executive. At the time of publishing we do not have commitments on grants from either body at the necessary levels.

We believe that the elimination of statutory arrears by 2010 is probably the fastest timescale achievable without causing unacceptable inconvenience to waterway users. We are continuing to seek funding to achieve this. Our success in attracting new income, combined with carefully controlled use of additional grant, has enabled us to make plans to put the waterways back into a structurally acceptable condition much faster than was originally believed possible.

The graph (right) illustrates the latest planned position together with an indication of what would have happened had no action been taken.

Preventative Maintenance

The backlog of maintenance arrears came about because waterways were underfunded for many decades. Now that we have clear plans in place to put the situation right, we are also using our detailed knowledge of our assets to create a management plan that will ensure that we invest correctly in the future to prevent new backlogs of maintenance arising. We plan to spend additional money on a preventative maintenance programme from 2005 onwards, once the backlog of safety-related works has been eliminated.

Waterway Standards

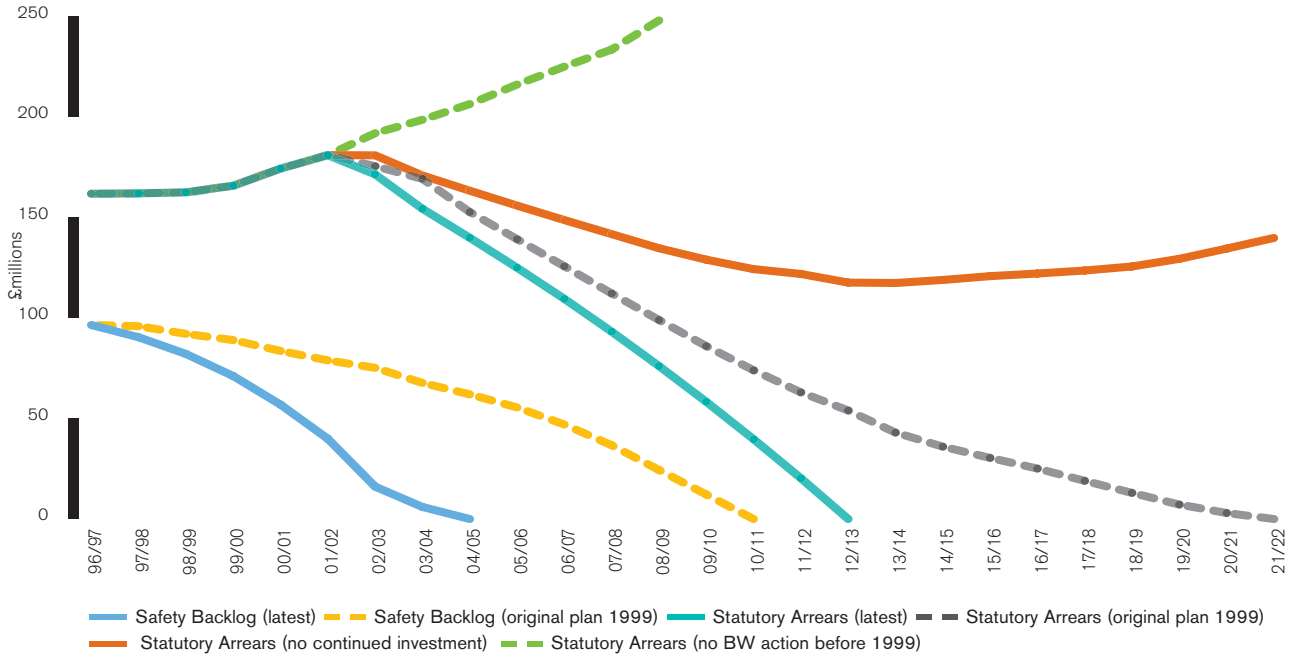
We maintain our waterways to published waterway standards (examples are set out on page 28). The table, right, shows the percentage of waterways at, or better than, the minimum standard and the standards we plan to reach in five years' time. Our programme of planned and completed waterway improvements, referred to overleaf, will also deliver improved waterway standards.

Percentage of waterways at, or better than, the minimum standard:

Year	01/02	02/03	03/04	04/05	05/06	06/07	07/08
Navigation	96	98	98	99	99	99	99
Channel	82	90	92	95	95	95	95
Environs	95	95	95	95	95	96	97
Towpath	97	98	98	99	99	99	99

When we first introduced waterway standards in 1997/98 we set ourselves targets that were perceived as challenging at the time. Since then we have made good progress and we have now achieved high scores overall. During 2003/04 we will review waterway standards and set ourselves new, more demanding targets.

British Waterways Backlog of Safety-Related Maintenance & Statutory Arrears



PLANNED AND COMPLETED WATERWAY IMPROVEMENTS

Business Objective	Budget 02/03	Actual 02/03	Budget 03/04	Plan 04/05	Plan 05/06
Canals restored to navigation (miles)	28	22	7	6	19
Canals dredged (miles)	58	56	48	48	50
Rivers dredged (tonnes)[1]	184,305	149,560	131,750	100,000	100,000
Contamination removed from canals (tonnes)	28,094	170,043	57,180	65,000	60,000
Towpaths improved (miles)	127	106	89	90	90
Total length of vegetation cut from towpaths (miles)[2]	3,695	4,294	4,310	4,300	4,300
Lock gates replaced (number)	199	219	199	190	170
Cills repaired (number)	204	256	171	145	140
Lock structures repaired (number)	135	159	138	130	110
Lock surroundings repaired (number)	158	218	120	110	90
Lock paddles replaced (number)	275	341	229	210	200
Flood paddles replaced (number)	24	27	26	25	25
Culverts inspected (number)	246	246	255	220	220
Culverts repaired (number)	69	47	78	75	70
Tunnels repaired (number)	1	3	3	2	2
Hedges laid/cut (miles)	696	689	787	700	700
Bridges repaired (number)	105	112	113	100	100
Feeders improved (miles)	16	10	12	10	10
Reservoirs repaired (number)	10	10	11	14	11
New visitor moorings locations (number)[3]	185	72	52	50	50
New visitor moorings (number of individual moorings)[3]	827	472	296	200	240
Service blocks built (number)	65	42	24	21	12
Service blocks improved (number)	42	44	22	20	14
Additional waterpoints (number)[4]	129	115	113	120	40
Listed/scheduled buildings improved (number)	48	34	41	30	30
Partnership schemes that bring value to the waterways (number)[5]	218	230	213	200	180
Partnership schemes that bring value to the waterways (£'000 value)[5]	14,232	21,343	10,901	23,000	23,000
Towpath/bank protection improvements for environmental benefits (No. of sites)	70	100	89	85	83
Vegetation clearance (£'000)[2]	178	1210	1164	1138	1168

1. River dredging is weather dependent. On average we aim to dredge 100,000 tonnes per annum, but planned figures will vary year on year.
2. The amount of vegetation cut and cleared from our towpaths and the surrounding area reflects customer demand. The planned figures have increased from those published last year to reflect what our customers want.
3. The planned number of new visitor moorings and locations has decreased from those published last year. This takes into account newly considered local office plans that were not available last year.
4. The planned number of waterpoints has increased from those published in last year's Plan due to an increase in customer demand.
5. The expected income from partnership schemes has decreased from the amounts published in last year's Plan due to the re-phasing of our Tranche Two projects.

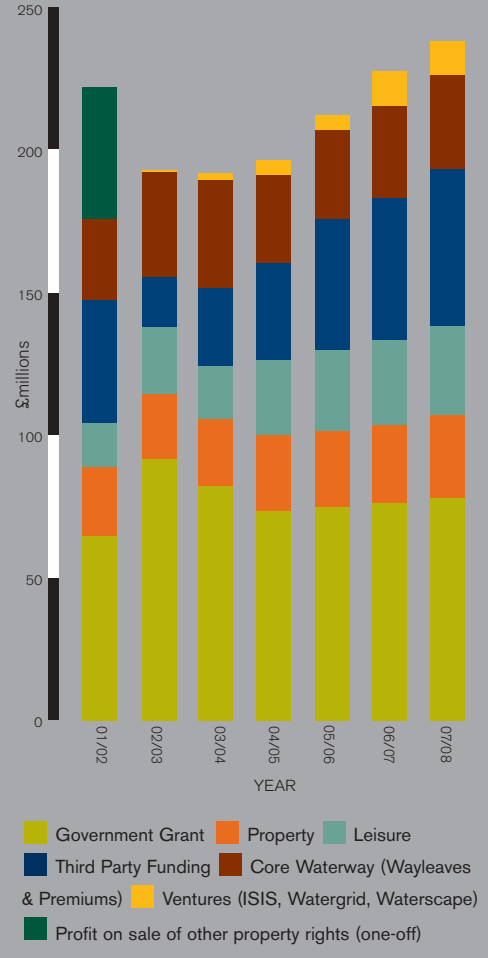
* Figures do not include spend on facilities from the additional £8.9 million 'make a difference' money.

DEVELOPING OUR BUSINESS

In the next five years, we believe we can grow our business to earn the additional income needed to care for the waterways adequately.

This page: The Falkirk Wheel, Scotland. Facing page: Machinist and fitter, Vince Lodice making a lock gate handrail at our Bulbourne workshop, Hertfordshire

Planned Income



NAVIGATION

Navigation is at the heart of what we do. Canals were designed and built for boats and their presence makes our inland waterways unique and special. After all they are a very important part of the reason 10 million people visit the waterways every year.

The number of boats on our waterways has been growing consistently at an average of 2% per annum for the last 10 years. We are confident that growth will continue, particularly as we restore and build new waterways and take part in major regeneration programmes which make the waterways more attractive to potential boaters. We aim to increase the rate at which boat numbers grow on our waterways particularly those that are underused at present. In 2003/04 we will launch a marketing campaign to achieve this.

Licences and Moorings

In 2002 we consulted on the best way to decide on the future level of licence prices. We developed an index reflecting our costs, which also included a reduction to take account of expected improvements in our efficiency. We used this index as the basis for our increase in licence prices of 3% in April 2003. We recognise that further refining of the index is necessary. We will use the refined index as the basis for further price increases. If we need to change this mechanism we will consult users first.

In 2003/04 we will devise new strategies to tackle licence evasion. In particular we expect to be able to use our new SAP computer technology and improved mobile IT equipment to help us counter licence evasion.

We set market-led prices for our moorings which ensures transparency of prices, reflected in open market rates. We publish all our moorings prices on our website and encourage private sector operators to do the same. Our long-term strategy aims to increase the number of moorings available, providing more secure and better quality offline moorings with proportionally fewer online moorings. We believe that this will

Govilon on the Monmouthshire & Brecon Canal

encourage moorings operators to increase investment in facilities.

Hire, Hotel and Trip Boats

We will continue to work jointly with the private sector, for example through a promotional company called Waterway Holidays UK, to win new business for the UK waterway holiday industry, particularly from overseas.

Freight

The overall assessment of the Freight Study Group report indicated that 'there is a real demand for freight on inland waterways, mainly in the traditional high volume, low value cargoes on the larger navigations'. However, it also stated that there are factors inhibiting this, such as the approach adopted to freight by some of the navigation authorities, and a shortage of vessels, skippers and crew. It also recommended support for refurbishment and development of the infrastructure and technology if waterways are to fulfill their potential in a sustainable inter-modal transport system.

Our medium-term strategic objective remains to substantially increase the volume of freight carried on our waterways where appropriate, particularly in the transport of bulk cargoes such as aggregate and waste, and also containers linking inland ports to river/sea routes. Market analysis indicates that sustainable opportunities exist for water transport of these goods up to the capacity limits of inland waterways – currently between 10 and 15 million tonnes per annum.

Our first priority has been to deal with safety issues around unregulated freight craft, and we are working with the Marine Coastguard Agency to refine our vessel technical standards and crew competencies so that they are in line with prospective European Directives.

We have introduced a simplified toll structure to give greater clarity and certainty to freight operators when negotiating new contracts and revised our carriage conditions to provide support to carriers throughout their carriage contract. Our initial market focus will be on:

- Containers – we are surveying commercial navigations to establish what needs to be done to make them more suitable for modern vessels and container sizes
- Minerals – we have mapped out commercial mineral deposits around our network and are talking to potential customers and partners. We have new traffics in Wakefield and London and are investigating further good prospects throughout our network
- Waste – waste by water has potential, but will often mean restructuring waste collection and developing inter-modal handling technology. We are working with potential partners and are supporting strategic studies in England, Wales and Scotland

We are preparing a freight strategy that will be available in 2003. It will address the quality of the infrastructure and operators, European legislation, revised government freight facilities grant regimes, opportunities in waste and aggregates, inland ports and inter-modal transport to compensate for the decline in our traditional bulk cargoes such as coal.

In the future we will acquire or create new wharves to support our freight strategy. We are currently talking to operators on two sites to create multi-operator and multi-use wharves.

Freight on the Aire & Calder Navigation

LEISURE

The 200 year old network has numerous sites of historic, scientific and social interest. We have begun to exploit the high latent value of these sites as visitor destinations, where people will come to enjoy the experience and spend their money.

Visitor attractions and destinations

We now have purpose built visitor attractions at Anderton, Falkirk and Standedge and there is potential for more. Many of our reservoirs for example have great potential for development as nature reserves. We need to enhance the visitor experience at our most important sites by providing better facilities and improved information. We have identified 20 priority sites with the greatest potential to enhance the visitor experience, including those which have the potential to generate new income streams. These sites will be developed over the Plan period.

In determining where and how much we invest in visitor sites our decisions will be based upon:

- the extent to which the overall waterway visitor experience will be enhanced
- achieving the wider social, economic and educational objectives
- opportunities for third party funds for the investment in and restoration of sites of particular interest
- the net returns on individual sites compared to other investment opportunities

Promoting Inland Waterways – Waterscape.com

There is significant potential to grow our leisure business online. We have been developing a consumer website, Waterscape.com which will offer a wide range of waterway-related information, goods and services via the Internet. The site was launched in June 2003 and will help to increase the number of people using the waterways.

The Waterfire Festival in Manchester

Hatton on the Grand Union Canal

PROPERTY

Good use of our property assets is important to our business because:

- property generally provides a secure long-term income source
- there is a close relationship between waterside property and the waterspace
- property is an important catalyst for many of our wider social responsibilities including regeneration and social inclusion

Traditionally we have sold our property interests before actual development takes place. In future, when appropriate, we will invest with partners.

Our property public private partnership – ISIS

We have completed a significant public private partnership, ISIS, into which we sold options on 10 sites from our property portfolio. This partnership wholly supports our aims to develop waterside sites on the premise that they can deliver the desired balance of economic, social and environment & heritage benefits. We expect the partnership's turnover to eventually be in excess of £50 million per annum.

Site specific partnerships

We have numerous sites which we will continue to develop to help maximise their value. We will do this with a number of private and public partners. We will also actively acquire sites where we see real potential. By participating in acquisition and development, we are substantially increasing the returns for BW and increasing value from public assets.

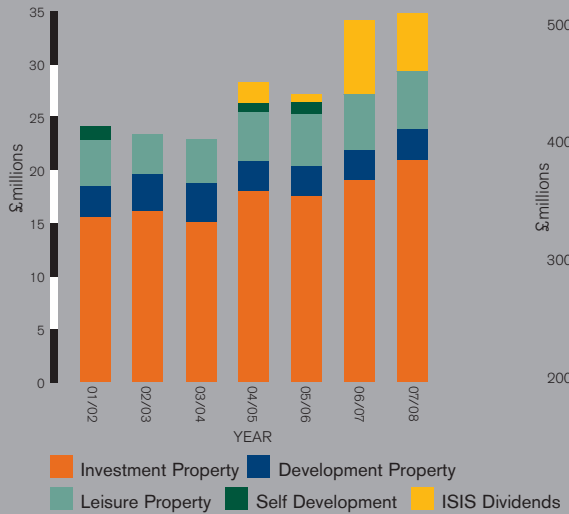
During the period covered by this Plan we aim to grow the income we earn from property and the value of our property portfolio. The graphs below show our outline plan. Our strategy is to actively manage our property portfolio to achieve the best returns whilst also releasing funds for investment in leisure and other new business opportunities.

Our wider remit

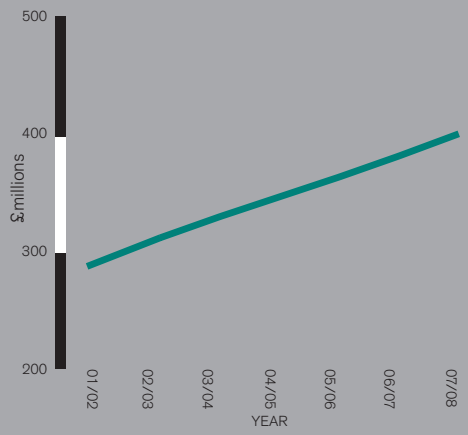
Generally we will seek to maximise commercial return from our property. There will, however, be occasions when, working within Treasury guidelines for social and environment & heritage reasons, we will accept a lower rate of return. This is an important part of our wider remit from government.

We own an investment property portfolio valued at £317 million together with operational property with a value of £80 million. We have drawn income from our investment in property for many years.

Investment Property Income



Investment Property Capital Value



Best estimates based on current knowledge of the property market

Computer generated image of the Paddington Basin development in London

WATER

The canal companies always sold water as part of their business. We currently earn just under £4 million per annum from the sale of water.

Our water public private partnership – Watergrid Limited

In November 2002 we set up a public private partnership to move water supplies and sell treated water. Using our canals and rivers to supply the raw water, Watergrid Limited was formed in partnership with utility providers Anglian Water Limited and Bristol Water Holdings and with Partnerships UK. Watergrid will supply industrial, commercial and property development customers with sustainable water solutions including bespoke water treatment, waste water treatment, recycling services and environmental consultancy based on individual customer needs.

Investment by Watergrid will exceed £100 million over the next ten years including the re-investment in the business of all profits made in the first five years. We are expecting a boost in competition in this market with the formation of Watergrid since the inland waterways provide a ready-to-go network of routes across the country, many through urban centres, a key element in offering price reductions for customers. This joint venture will require significant investment in remote telemetry systems, maintained channel capacity and backpumping systems all of which will also benefit other waterway users.

Meeting environmental obligations

Watergrid will help customers meet their environmental obligations through effective recycling of used water and treatment of waste water. Watergrid will use surplus water from local waterways and other sources of abstraction so that natural rivers and streams can be protected.

Wilton Water on the Kennet & Avon Canal

WAYLEAVES AND PREMIUMS

We believe our earnings from wayleaves and premiums will grow strongly in the next five years.

Telecoms

The most substantial single business in this sector is our telecoms agreement with Easynet. In return for access to 400 miles of fibre optic cabling under our towpaths, Easynet currently pay us an annual wayleave and we are shareholders in the company. Despite the current slowdown in this sector, we expect the income from telecoms wayleaves (including phone masts) to rise in the long-term and we will be well placed to take advantage of this.

Surface Water Discharges

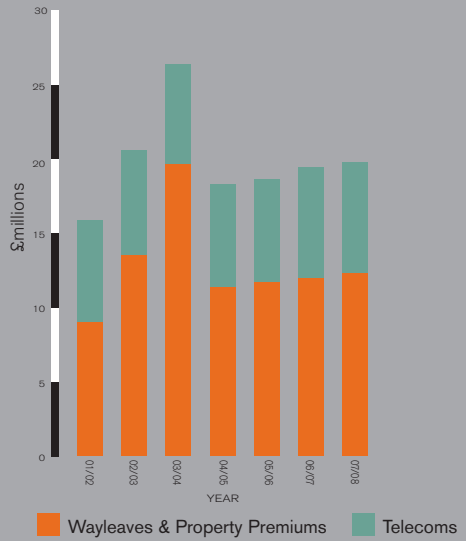
Up until last year growth in this area of our income had been inhibited by the reluctance of some utilities to pay us for the facilities we provide. In 2001 we won a High Court ruling which set the precedent that companies discharging surface water into our waterways will now be charged to do this. We are in the process of agreeing rates with all companies who discharge into our waterways. We are also making arrangements for backdated income, owed due to past use of our facilities, to be paid.

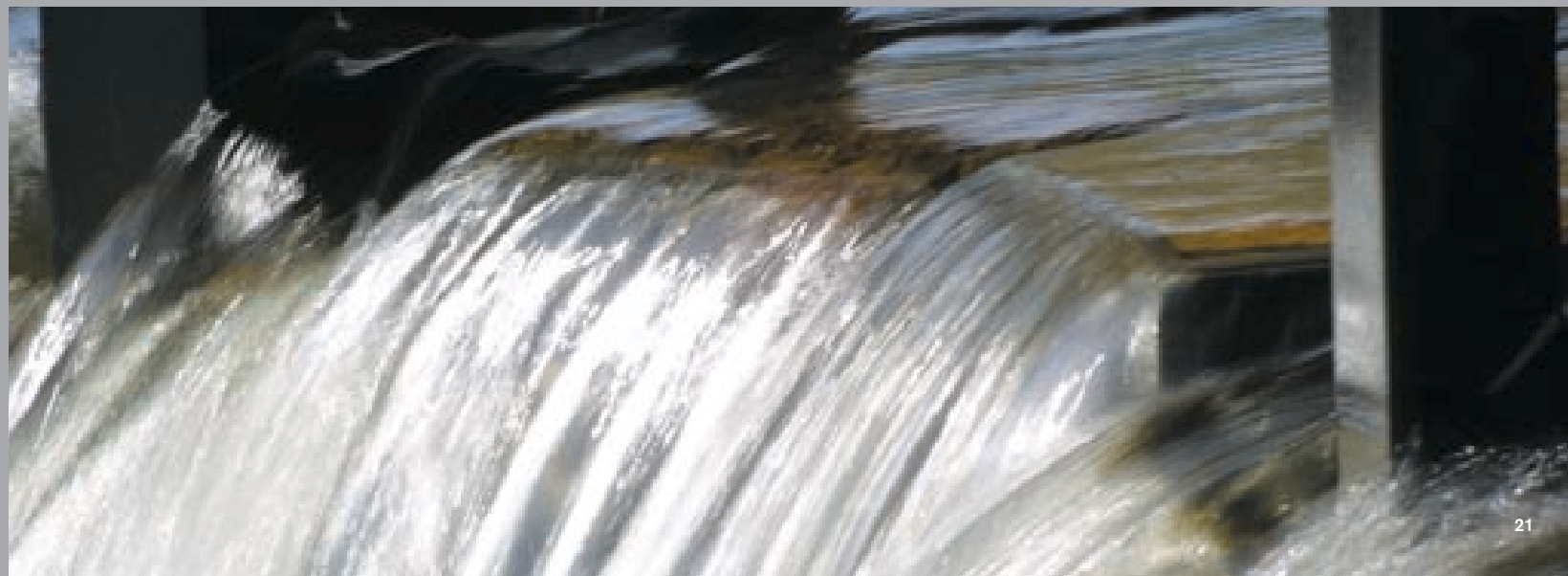
Electricity cables and gas pipelines

We have electricity cables and gas pipelines running across our land and beneath our towpaths. These routes provide an essential network for the supply of power in the UK. We are currently reviewing our agreements with the electricity and gas companies and have already negotiated a substantial increase in our income for allowing them to use our property. These negotiations are continuing.

We earn income from agreements to use our land for works in, over, under or along the waterway corridor. Examples of such income include bridges, gateways, access points, underground pipes or cables and licences for surface water discharges into the waterways.

Wayleaves and Premiums





RESTORATION AND REGENERATION

Over the past five years we saw a huge boom in waterway restoration and regeneration, boosted by our exceptional success in securing large funds from lottery bids and the fact that we worked with so many dedicated partners.

We particularly value the input of volunteers and the role they have played in the last 50 years to keep the idea of waterway restoration alive. Our restoration and regeneration work boosts local economies and we estimate the total investment in waterway regeneration projects to date is in excess of £2 billion. A significant proportion of our turnover is spent on often labour intensive contract work with construction companies meaning extra employment opportunities in addition to the jobs created on or beside the waterway.

Tranche One

In 2002 we completed the physical build of our eight Tranche One restoration and new build projects. Over the next few years we will carry out further improvements, to ensure these waterways meet full user specifications and are sustainable for the future.

Tranche Two

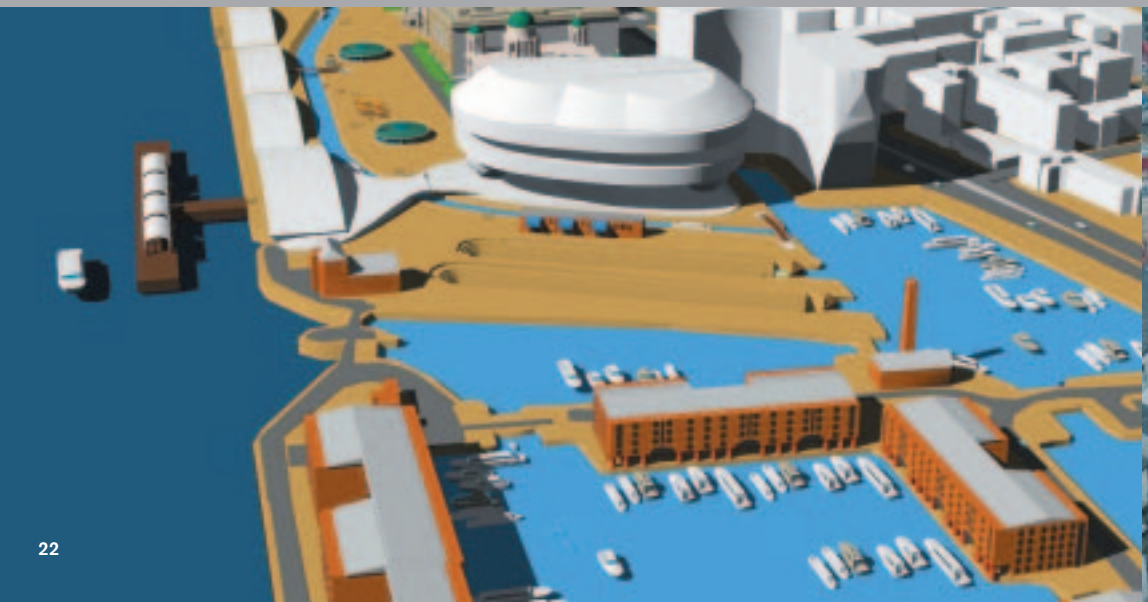
In the current climate, there is increasing competition to secure third party funding. We therefore believe that we will be restoring waterways at a slower pace than we have done in recent years. Along with our many partners we are preparing plans to manage and deliver the second phase of restoration and regeneration projects, providing we secure adequate funding.

Our current list of projects to form the second phase includes:

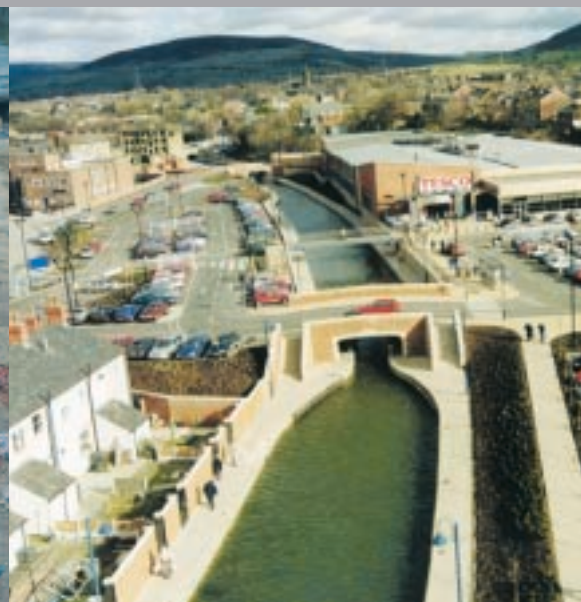
- Bedford & Milton Keynes Waterway
- Bow Back Rivers (London)
- Cotswold Canals
- Droitwich Canal
- Foxton Inclined Plane
- Lancaster Canal (Northern Reaches)
- Leeds & Liverpool Canal extension (Liverpool)
- Manchester, Bolton & Bury Canal
- Montgomery Canal

Whilst we believe that these projects have the best potential, the nature of long-term planning means that some may change. The graph (opposite) shows the funding we will need to secure over the next five years in order to successfully start to deliver these programmes.

Computer generated image of Tranche Two project 'the Leeds & Liverpool Canal extension'



Tranche One project now complete, Stalybridge Town Centre on the Huddersfield Narrow Canal during and after restoration



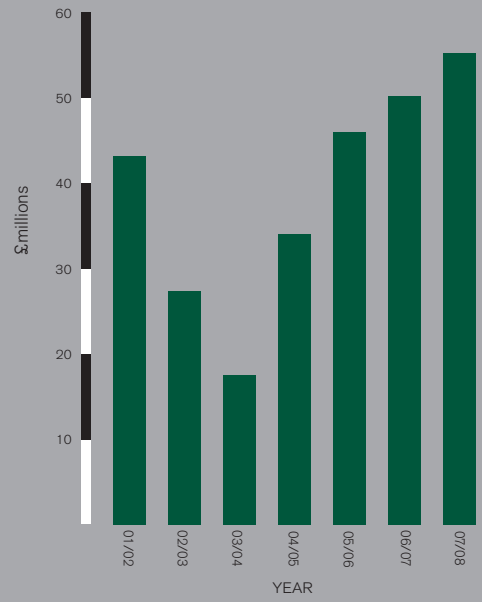
Vision of the Network

We are preparing our **Vision for 2020** document, which will outline what we think the inland waterways network will look like in 20 years time. This will be published by the end of 2003. We are drawing on two significant reports from external bodies to help us. One is **A Second Waterway Age**, a comprehensive review of restoration priorities by IWAAC. The other is **A Vision for the Future of Inland Waterways**, prepared by AINA. We are seeking new partnerships with funding bodies such as the Lottery Funds, European Funds, the Regional Development Agencies, The Waterways Trust, as well as the private sector and many others to help bring programmes forward.

When deciding whether to restore and regenerate waterways we take into account the following factors:

- the economic benefits they create for local communities eg employment, increased tourism and urban and rural regeneration
- the recreation and amenity benefits they offer to local people
- local support and likely levels of future use
- the improvement to the navigable network
- their impact on the environment
- their historic and heritage value
- adequate funding is in place to cover all project costs and long-term maintenance

Restoration and Regeneration Income



We have reviewed our restoration and regeneration programme in light of increasing competition for scarce funds. This has resulted in a reduction in the planned flow of funds during the next five years.

Tranche One project, Linlithgow on the restored and re-opened Union Canal, Scotland

DEVELOPING OUR PEOPLE AND PROCESSES

British Waterways is, and will continue to be, a people business. Our people bring our strategies to life, they deliver our key objectives and they differentiate us from other companies.

Eric Walker, foreman on the Aire & Calder Navigation, at the IWA National Waterways Festival in Huddersfield

A People Business

We have a People Strategy in place that guides us to recruit and develop the quality people needed to enable us to achieve the aims in this Plan. We will contine to maintain and develop this strategy.

Our success is reflected in the fact that we are now one of only two public sector bodies in the Sunday Times 100 Best Companies to Work For 2003. We only achieved this recognition after our people completed an independent survey, and the Sunday Times conducted interviews and visits.

Past employee surveys have shown that we are in the upper quartile of companies for having a well-motivated and very satisfied workforce. We carry out surveys on a bi-annual basis and will conduct our next one in 2003/04, benchmarking our employee satisfaction results against industry standards. The industry upper quartile of employee satisfaction is 84%. In 2002 we beat this with 87% of people satisfied. In 2003/04 and 2005/06 we would like to see 90%.

Our very satisfied rates are well above industry standard with 31% being very satisfied (industry standard 18%) and we would like to see 40% in the next two surveys.

We measure a number of other indicators including absenteeism and turnover levels. We aim to reach the level of absence of six days per employee by 2004/05 in line with best industry levels. We also aim to keep our employee turnover under 16%, which is the industry average.

Foxton Locks on the Grand Union Canal

Our plans for people include:

- providing competitive pay and benefits to recruit, retain and motivate quality individuals and teams. We plan to ensure that rewards and benefits remain competitive. The skills of our people are increasingly recognised and sought after. We will continue to encourage our people to develop and will reward them in relation to the contribution they make to the development of our business
- developing a culture of continuous improvement through performance and development review processes
- using training and development to maximise contribution by encouraging an empowered workforce committed to improving customer service and efficiency and increasing the employability of our people. For 2003/04 we plan to keep to the 2002/03 increased number of five training days per employee per annum (mainly due to increased training for our new computer system and for health and safety). This will return to a rate of four training days per person for the remaining period of this Plan.
- identifying and developing talent within the business to ensure that quality individuals are prepared for progression to enable the delivery of this Plan
- continued policy that wherever a suitable internal candidate exists, he/she will be preferred in competition for vacancies
- undertaking regular employee surveys to

Carla Longras, modern apprentice, operations department, reading our staff newspaper 'BW Monthly'

Leading waterway operative, Bryan Jones, laying water vole friendly coir-matting bank protection on the South Oxford Canal

understand the views and opinions of our people and measure improvement levels

- continued commitment to equal opportunities and improving the balance of our workforce to reflect the diversity of society
- continued strong emphasis on two-way communication with training for employees whose managerial roles require them to make sure good communication happens
- providing specialist waterway-related skills via in-house centres of excellence such as our Heritage Training Centre at Hatton
- working in partnership with the Transport & General Workers Union and UNISON to build on the work done to introduce proactive occupational health

Business processes and systems

We are investing heavily in new business processes and IT systems to support growth and to maximise the efficiency and effectiveness of our people. New computer software, SAP, was implemented in April 2003 as the beginning of a change management programme that will ensure we deliver increased service to our many customers and business partners whilst reducing overheads.

We are working in partnership with major IT services company LogicaCMG to deliver our new IT systems, and to manage the continued development of technology across the business.

This year BW is listed in the Sunday Times 100 Best Companies to Work For 2003

SUMMARY OF WATERWAY STANDARDS

Navigation

Standard	Type	Example
N1	River, Canalised River or Canal A busy major waterway serviced throughout the year with significant freight and leisure traffic.	Aire & Calder Navigation.
N2	River, Canalised River or Canal A major waterway predominantly used by leisure but with some freight, seasonally available.	River Severn, River Trent.
N3	River, Canalised River or Canal A busy waterway capable of sustaining 500+ boats per week.	Parts of Grand Union Canal Main Line, River Soar, Llangollen Canal, Oxford Canal South.
N4	Canal Standard A waterway capable of sustaining 200+ boats per week.	Whole of Worcester & Birmingham, Trent & Mersey and Kennet & Avon canals.
N5	Canal Undeveloped A waterway capable of sustaining 200+ boats per week.	Parts of Birmingham Canal Navigations, remainder section of Leeds & Liverpool Canal, navigable section of Montgomery Canal.
N6	Un-navigable Canal A waterway capable of sustaining 200+ boats per week.	Un-navigable sections of Montgomery Canal, Southern section of Monmouthshire & Brecon Canal.
N7	Dry track of a former canal.	Parts of St Helens and Shrewsbury canals.

Channel

Standard	Description
C1	Consistently exceeds the minimum laid-down standard for the waterway in respect of channel depth by 15%. An absence of weed and obstructions to navigation. Appropriate air draft maintained to enable two-way navigation where practical.
C2	Generally meets the laid down standard for waterway in respect of channel depth, and levels of weed and extraneous obstructions do not significantly impair navigation. Air draft will not significantly impair navigation.
C3	Length falls below designated standard and/or subject to weed extraneous obstructions that may impair navigation.

Environs

Standard	Type	Example
E1	High profile area attracting many visitors.	Sheffield Basin, Little Venice, London Docklands, Gas Street Basin, Grand Union Canal at Stoke Bruerne.
E2	Well used lengths.	Grand Union Canal (Cassiobury Park), Trent & Mersey Canal (Stone), Gloucester & Sharpness and Leeds & Liverpool canals.
E3	Lightly used lengths.	Montgomery Canal south of Welshpool, Peak Forest Canal, Grantham Canal near Grantham.
E4	Rarely visited lengths.	Manchester Bolton & Bury and St Helens canals, Stourbridge Canal Fens Branch.

Towpath

Standard	Description
T1	Heavily used towpath, typically in a densely populated area or at 'honey pot' location.
T2	Frequently used towpath, typically in urban/rural fringe.
T3	Lightly used towpath, typically in rural locations.
T4	No towpath or towpath badly eroded or not continuous.
T5	Towpath not BW's responsibility (e.g. River Severn).

EXAMPLE OF WATERWAY STANDARDS

Canal/Arm/ Branch/Loop	Chain (KMs) From	To	Navigation Standard N1	N2	N3	N4	N5	N6	N7	Channel Standard C1	C2	C3	Environ Standard E1	E2	E3	E4	Towpath Standard T1	T2	T3	T4	T5	Comments
Diglis River Severn	0	1				C					C			C					C			Subject to Diglis Basin Development
	1	2				C					C			C					C			
	2	3				C					C			C					C			
Lock 5	3	4				C					C			C					C			Yr 5 of Regional dredging programme
Lock 8 Bilford Road	4	5				C					C			C				T	C			Towpath works completed 2000
	5	6				C					C				C			T	C			continuing to city boundary
	6	7				C					C				C			T	C			Further towpath works envisaged within
Lock 11	7	8				C					C				C			T	C			plan period (3PFunded)
	8	9				C					C				C			T	C			
Tibberton Bridge 25	9	10				C					C				C				C			Chainage 5 -18 will be C1 following dredging
	10	11				C					C				C				C			Reeds sprayed
	11	12				C					C				C				C			General towpath surface improvement
Bridge 30	12	13				C					C				C			T	C			and overhanging vegetation removal
	13	14				C					C				C			T	C			Work phased over plan period
	14	15				C					C				C			T	C			
Droitwich Junction	15	16				C					C				C			T	C			
	16	17				C					C				C			T	C			
	17	18				C					C				C			T	C			Yr 2 Regional dredging programme
Lock 22	18	19				C					C				C				C			Waterway wall improvements with
	19	20				C					C				C				C			coir roll bank protection
Lock 23	20	21				C					C				C				C			Yr 5 Regional dredging programme
	21	22				C					C				C				C			
Lock 29	22	23				C					C				C				C			
	23	24				C					C				C				C			
Tardebigge	24	25				C					C				C			T	C			Towpath improvements subject to funding
	25	26				C					C				C			T	C			funding from LA
Old Wharf	26	27				C					C				C				C			
	27	28				C					C				C				C			
Shortwood Tunnel	28	29				C					C				C				C			Coir roll bank protection & towpath works to maintain

Current Year1 Year 5 C = Contract Minimum Standard, T = Third Party Funding

BOARD MEMBERS

Dr George Greener, Chairman

George is also Chairman of The Big Food Group plc, Director of Reckitt Benckiser plc, Director of JP Morgan Fleming American Investment Trust plc, and holder of various other directorships. He is the former Chairman of Allied Dunbar Assurance plc, Eagle Star Holdings plc, Threadneedle Asset Management plc and Swallow Group. He is also a former Director of BAT Industries plc and former Group Chief Executive Officer of Hillsdown Holdings plc. (Age 57)

Susan Achmatowicz

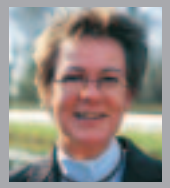
Susan is a leisure business entrepreneur, who has developed her own award-winning cycle tourism business. She has a background in the City of London. She also acts as adviser, consultant and lecturer on leisure, cycling and sustainable tourism issues. Her work in the areas of rail-cycle integration, e-commerce and sustainable tourism has been hailed as UK best practice. Formerly a Vice President of the Bankers Trust Company, she holds an MBA in Marketing and Finance from the University of Alberta. She also chairs the Pensions Committee. (Age 48)

George Fleming

George was Professor of Civil Engineering at the University of Strathclyde, and is Managing Director of EnviroCentre (an environmental consultancy based at the University). He is a past President of the Institution of Civil Engineers, and still chairs their Waste Management Board. He is also Non-Executive Director of WRAP (Waste and Resorce Action Programme). (Age 58)

Sir Peter Soulsby, Vice Chairman

Peter is the former leader of Leicester City Council. He was knighted in 1999 for services to the City of Leicester and local government. Until April 1998, Sir Peter was chair of Leicester's City Challenge project. He is shortly finishing his service with the government's Beacon Council Advisory Panel, and is a former member of the Audit Commission. He also chairs the Remuneration Committee and is a Trustee of the Waterways Trust. As a keen user of the inland waterways system, Sir Peter has cruised the network extensively on his own narrowboat. (Age 54)



Janet Lewis-Jones

Janet speaks Welsh and represents Welsh interests on the Board. She is a member of the Strategic Rail Authority, a Commissioner for the Postal Services Commission, Vice President of the British Board of Film Classification, and a Trustee of the Police Foundation, the Institute of Rural Health, Baring Foundation, and Carnegie UK Trust. (Age 53)

Dr Campbell Christie CBE

Campbell is the former General Secretary of the Scottish TUC, a Board Member of Scottish Enterprise and a Director of South West Trains Ltd. He is the UK representative on the EU Economic and Social Committee. He is the chair of the BW Scotland Group and represents Scottish interests on the Board. (Age 65)

Helen Gordon

Helen is Managing Director of Domaine Developments Ltd. Prior to that she was Property Director at Railtrack. She is an expert in enhancing 'Brownfield' sites and development of under-utilised resources. She was Managing Director of John Laing Property Ventures Ltd and has also advised on many major regeneration projects. (Age 44)

Adeeba Malik

Adeeba is Deputy Chief Executive of QED UK (Quest for Economic Development), a national economic development charity. She is involved in local, regional and national Committees and Boards covering enterprise, health, learning and education and community development. She is a Board Member of Yorkshire Forward, a Non-Executive Director of NCAA (National Clinical Assessment Authority, Department of Health) and a Member of the National Ethnic Business Advisory Forum, DTI and a Director of Northern Ballet. (Age 36)

Dr Derek Langslow CBE

Derek is a member of the Agriculture and Environmental Biotechnology Commission, Chairman of the Rail Passenger Committee for Eastern England, a Trustee of the Heritage Lottery Fund, a non-executive director of Harwich Haven Authority and is an external consultant to Defra on Quinquennial Review. He is the former Chief Executive of English Nature, having set up the organisation following its demerger from the Nature Conservancy Council. He also chairs the audit committee (Age 58)

Ian Darling

Ian is a chartered surveyor and Director of Chesterton (Scotland) Property Consultants. He serves on the Council and Scottish Committee of the RSPB and has recently served as Master of the Edinburgh Merchant Company. He is a past Chairman of the Royal Institution of Chartered Surveyors in Scotland. He is a regular user of Scotland's canals and represents Scottish interests on the Board. (Age 58)

Terry Tricker

Terry is Chairman of the Burton Hospitals NHS Trust. He is a former Director of Operations and Board Member of Severn Trent Water Ltd, and Non-Executive Director of the Employment Needs Training Agency. He is a mentor with 'Jigsaw', a young people's mentoring organisation, part of the National Mentoring network, and has worked with disadvantaged children in the UK and Romania. He has just established his own leisure company Derby Caravans Centre Ltd. Terry is a Chartered Chemist and has worked hard to improve our aqueous environment. (Age 59)

EXECUTIVE DIRECTORS

Robin Evans FRICS,
Chief Executive
Robin joined British Waterways in 1999 as Commercial Director and became Chief Executive in December 2002. Prior to that he spent four years as Palaces' Director for Historic Royal Palaces and was Chief Executive of The Landmark Trust for eight years.

He is a Director of Euro Waterways Ltd, De Nieuwe Voorhaven (UK) Ltd, Drifters, Watergrid Ltd and ISIS Waterside Regeneration Ltd. (Age 49)

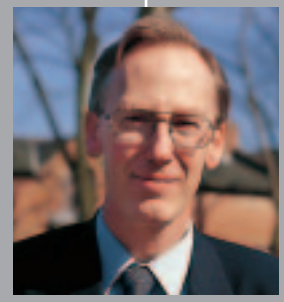
James Froomberg MA,
Commercial Director
James joined British Waterways in March 2003. From 1983 to 1999 he was a partner at KPMG where he headed the firm's management consultancy to the leisure industry. He was then appointed to Wembley plc as Director of Corporate Development, before joining British Waterways. He is also a Director of Business in the Community. (Age 47)

Nigel Johnson BSc (Econ),
Solicitor, Legal Director
From 1987 to 1997 Nigel was Chief Solicitor to Cheltenham & Gloucester plc. He was then appointed Official Solicitor to the Church Commissioners before joining British Waterways in April 2001. (Age 48)

Vincent Moran BA, FCIPD,
Personnel Director
Vince joined British Waterways in 1997 following personnel and general management careers in the public and private sectors. (Age 47)

Simon Salem BA, MBA,
Marketing & Communications Director
Simon has 20 years' experience of marketing, PR, corporate affairs and fundraising. Before joining British Waterways he worked for London Transport. He has worked extensively in the leisure and tourism industry, and is a Director of Waterscape and a Trustee of The Waterways Trust. (Age 45)

Stewart Sim OBE, CEng, FICE, MCIWEM,
Technical Director
A civil engineer by profession, Stewart has worked for British Waterways for 29 years in most parts of the country and has been involved in most parts of the business. (Age 57)



Mark Smith FCCA,
Financial Director
A fellow of the Chartered Association of Certified Accountants, Mark has spent much of his professional career in retailing, and held senior finance and business development positions in Marks and Spencer plc before joining British Waterways in June 2001. (Age 44)

ADDRESSES AND CONTACTS

BW contacts

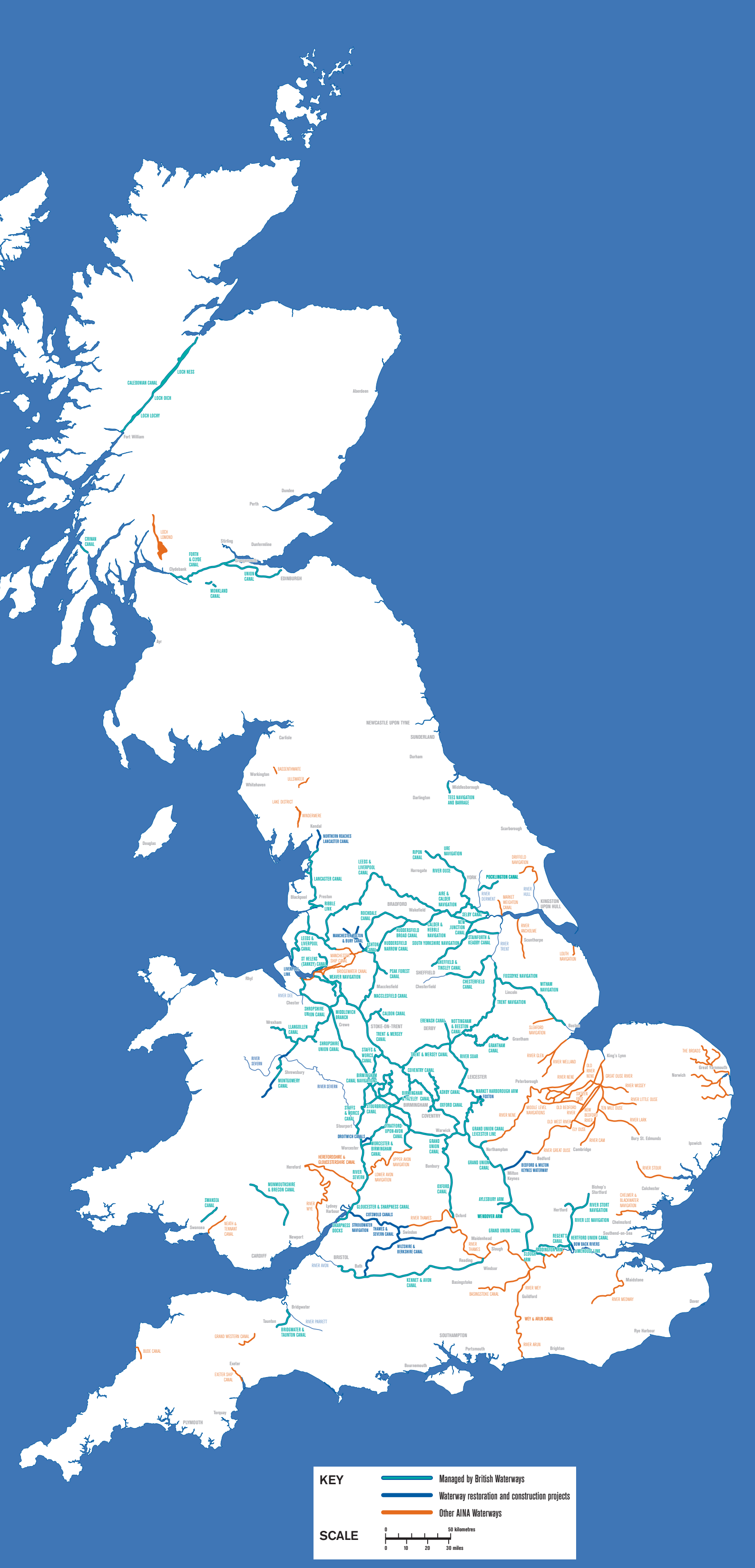
Office	Telephone	Address
BW Customer Service Centre	01923 201120	Willow Grange, Church Road, Watford, WD17 4QA Fax: 01923 201304 email: enquiries.hq@britishwaterways.co.uk website: www.britishwaterways.co.uk
BW Head Office	01923 226422	Willow Grange, Church Road, Watford, WD17 4QA

For local office details please see our website www.britishwaterways.co.uk or telephone the BW Customer Service Centre 01923 201120

Other useful contacts

Office	Telephone	Address
Inland Waterways Amenity Advisory Council (IWAAC)	020 7253 1745	City Road Lock, 38 Graham Street, Islington, London, N1 8JX
Association of Inland Navigation Authorities (AINA)	01642 590257	Willow Grange, Church Road, Watford, WD17 4QA
The Waterway Ombudsman	01273 832624	PO Box 406, Haywards Heath, West Sussex, RH17 5GF
The Waterways Trust	01923 201494	The Trust House, Church Road, Watford, WD17 4QA

Boating on the Crinan Canal near Lochgilphead, Scotland



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This map includes waterways managed by members of the Association of Inland Navigation Authorities (AINA) as well as BW's current planned restoration and new build projects. There are other inland waterways that have not been included, but can be found on more detailed maps (contact BW Customer Service Centre on 01923 201120 for more information). © British Waterways 2003

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